

ATSB-NCZ

SUBJECT: LETTER FROM THE COMMANDANT

1. Welcome to the United States Army Noncommissioned Officers Academy (USA NCO Academy) at Fort Knox. The Noncommissioned Officer continues to serve as the backbone of the Army. The course you are enrolled in will further polish your leadership skills as a member of an elite Noncommissioned Officers Corps.
2. During your stay at the NCO Academy you will quickly learn that a Noncommissioned Officer is more than a soldier. He is a living symbol of the "Art of Leadership and Command." This course is oriented towards developing those qualities in you.
3. This booklet was published for your information and to assist you in adjusting to the standard procedures established for this course. Noncommissioned Officers do not make or accept excuses. With that in mind, I charge you with the responsibility of familiarizing yourself with the contents of this booklet to insure your compliance with Academy rules and regulations.
4. Everyone here at the NCO Academy is prepared to assist you in completing the course. You will receive some of the best instruction in the Army today. DO YOUR BEST; do not come here just to "get a diploma." Try to finish first in your class. Doing so will benefit you when considered for future assignments and promotion boards. BE ALL THAT YOU CAN BE. Lead by YOUR example, it is your responsibility to learn and benefit from this course.
5. I challenge you to take the knowledge you get here back to your unit, to improve the skills of your soldiers and the readiness of your unit.
6. I wish you success in the course and in all your future assignments.

KEVIN P. GARVEY  
Command Sergeant Major, U.S. Army  
Commandant

updated April 1999

## **FORT KNOX HISTORY**

Fort Knox was named in honor of Major General Henry Knox, who was Secretary of War from 1785 to 1795. During WWI, Fort Knox was an artillery training center and school. At that time, Fort Knox was half as large as it is today. Following the First World War and until 1931, the post was inactivated and used only during the summer months for training civilian components. In preparation for the mechanization of the Army units, Fort Knox was reactivated and became a permanent post in 1932. In July 1940, the Armored Force was activated and Armor; as it is known today, was born at Fort Knox.

The United States Army Armor Center is located at Fort Knox, Kentucky, on U.S. Highway 31W, approximately 35 miles south of Louisville and 18 miles north of Elizabethtown, Kentucky. The main entrance to the military reservation is at the intersection of Chaffee Avenue and U.S. Highway 31W and is prominently marked with signs.

Fort Knox measures 14 miles North to South, 18 miles from East to West, and contains over 109,068.8 acres. There are 63 active firing ranges where all direct fire weapons in the Army inventory and all indirect fire weapons up to and including the 8-inch howitzer are fired. In addition, there are 18 training areas, five base camps and 27 bivouac sites for non-firing exercises. On the reservation, there are 242 miles of improved roads, 17 miles of Army railroads, and over 3300 buildings.

On the built-up portion of the reservation are most of the facilities found in civilian communities of comparable size. Fort Knox is the fifth largest city in the Commonwealth of Kentucky.

## **HONOR CODE**

The concept of the Honor Code among military personnel evolved centuries ago when individuals first banded together for the purpose of establishing a system for defending their land and properties. Down through the years, military organizations have grown from small bands into well organized groups. In all such groups, leadership positions and the Honor Code have developed. Leaders established rules and regulations which are carried out and enforced by their subordinates.

Subordinates rely on the honesty and integrity of their leaders. This tradition continues in the present day Army. Leaders also rely on the honesty and integrity of their soldiers, and his word is accepted as true. If a leader's actions are such that honesty and integrity are questioned, the leader jeopardizes not only his position and status, but the position and status of those who work for him.

The students of the NCO Academy are bound by the Honor Code.

The basic concept of the Honor Code is that a Noncommissioned Officer does not lie, cheat, or steal, nor tolerate those that do. In its most practical application, the Honor Code means that an NCO's word is his bond. Attendance reports are presumed correct since they are prepared by NCOs. During examinations, the student's work is his own.

Those who observe an Honor Code violation and willfully fail to report the facts are guilty of an Honor Code violation. Violations of the Honor Code will result in dismissal from the course and possible UCMJ action.

## **BASIC NONCOMMISSIONED OFFICERS COURSE STUDENT GUIDE**

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## **BASIC NONCOMMISSIONED OFFICERS COURSE STUDENT GUIDE**

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## CHAPTER 1

### GENERAL ADMINISTRATION PROCEDURES AND POLICIES

1-1. **PURPOSE:** This guide is presented as a convenient reference for students of the USA NCO Academy, Fort Knox, Kentucky. **All students must carefully read this guide and comply with its requirements.**

#### 1-2. **INPROCESSING:**

a. Students will provide the following during Inprocessing:

(1) Three copies of all orders and/or amendments. (DA Form 4187 for Fort Knox soldiers).

(2) DD Form 2, ID Card.

(3) DA Form 31 for any leave desired after completion of the course.

(4) DA Form 2A.

(5) Promotion Packet (TDY in Route).

(6) MOS/Medical Review Board (MMRB) for students with a permanent profile.

b. During Inprocessing students will:

(1) Be assigned room/room key.

(2) Receive linen and necessary academic material.

(3) Have initial issue inspected for fit, serviceability, and completeness.

(4) Receive orientations from the Senior Small Group Leader (SSGL), Division First Sergeant, and Commandant.

(5) Weigh-in to verify compliance with AR 600-9.

(6) Take an Army Physical Fitness test (IAW AR 350-41 and FM 21-20).

#### 1-3. **ASSIGNED CADRE:**

a. Each student is assigned a Small Group Leader (SGL). His function and duties are advisory in nature. He is not authorized to render any assistance that would give one student an unfair advantage over others.

b. Each SGL is responsible for the academic and personal counseling of his assigned students. Students are encouraged to seek help from their SGL as needed. The SGL will brief the class upon arrival at the Academy, relay administrative information to the students, advise students on studies, and evaluate students on their performance of leadership duties. He is a teacher, leader and mentor.

c. The SGL will insist on high standards of individual appearance, maintenance of the barracks, and surrounding areas. The SGL is available at all times. If a student desires additional time with his SGL, he should notify his SGL.

#### **1-4. CLASSROOM PROCEDURES:**

a. All students will seat themselves in the classroom at least 5 minutes prior to the start of the first period of instruction as detailed in the training schedule.

b. Student leaders will submit a status report to the SGL at the morning accountability formation and will notify him of any changes throughout the day.

c. Students are not permitted to use tobacco products in the classroom. Students may consume non-alcoholic beverages in the classroom if authorized by the SGL. Students may smoke only in authorized areas.

d. Students will return all training aids and classroom materials to their appropriate place prior to departing each day.

#### **1-5. EFFECTIVE STUDY METHOD:**

a. Need for Study: In school, the responsibility for learning rests with the student. The SGL will help the student, but cannot learn for him. Each student must pursue an effective study program.

b. Tactical seminars (study halls) are available everyday after the day's training is completed. If additional assistance is needed, the student should notify his SGL. Tactical seminars are scheduled IAW the training schedule.

c. Study Assignments:

(1) The study assignments for each unit of instruction will be furnished by the Small Group Leader at the end of each day. Students must complete study assignments each evening in preparation for the next day's instruction.

(2) The Advance Sheet provides the student with essential information about a unit of instruction and/or examination. The training objectives on the Advance Sheet are descriptions of what the SGL expects the student to achieve during the period of instruction.

(3) Advance Sheets may require students to study, read, scan, or review information in various reference materials. The terms used in making homework assignments are as follows:

(a) **STUDY.** Master the details of the subject and fix them in your mind through application of the study process (survey, question, read, review, and recite). Prepare to test on the subject (orally, written, and/or performance).

(b) **READ.** Read and understand the broad scope of the subject. You will not take a graded examination until the subject is discussed in the classroom.

(c) **SCAN.** Glance through materials rapidly and familiarize yourself with the subject matter. Read the topic sentence of each paragraph.

(d) **REVIEW.** Review is used for material previously discussed in class. Review all notes, Advance Sheets, and any material related to the class.

#### **1-6. STUDENT CONDUCT:**

a. When addressed by a cadre member students will stand at ease unless given other instructions. When the SGL or person of higher rank enters the area, the first person observing him will call "AT EASE" except when classes or formations are in session.

b. There is no running or "horseplay" in the Academy buildings at any time.

c. The following offenses are of a nature serious enough to warrant a formal counseling, dismissal from the school, and/or UCMJ action. Misconduct may result in disciplinary dismissal.

(1) Absent without leave (including missing prescribed formations).

(2) Insubordination.

(3) Gambling in the billets or Academy area. Academy area is designated as buildings 2339, 2378, 2379, 2380, 2381, 2382, 2421, 2424 and 2425, and also includes all parking lots adjacent to these buildings.



- (4) Negligent loss or damage to government property.
- (5) Possession of unauthorized items (firearms, illegal knives, controlled substances).
- (6) Unprepared for inspection, prescribed classes, or other prescribed duties.
- (7) Marking, writing on, or removal of test material from the testing area.
- (8) Inappropriate socializing with School Faculty, on or off duty.
- (9) Entering unauthorized areas.
- (10) Changing, altering or removing posted materials from the bulletin board.
- (11) Quibbling, argumentative actions, or evasive remarks or communication.
- (12) Failure to secure government property.
- (13) Littering in the Academy area.
- (14) Failure to read the bulletin board.
- (15) Failure to report through chain of command upon leaving or returning to school area.
- (16) Sleeping in class.
- (17) Improper uniform in class.
- (18) Failure to follow instructions.
- (19) Failure to salute or rendering improper salute.
- (20) Headgear improperly positioned or not worn.
- (21) Improper parking/security of POV.
- (22) Reporting to place of duty impaired by alcohol or other intoxicants.
- (23) Any violation of the UCMJ.
- (24) Use of tobacco products (including smokeless) inside Academy Buildings.
- (25) Non-compliance of the BNCOC lock-in policy.

1-7. **RELEASES/DISMISSALS:** There are four types of releases from the Academy prior to graduation:

a. **Disciplinary:** A student whose actions during training constitutes a violation of the UCMJ (i.e.).

- (1) Absent without permission.
- (2) Disobeying a lawful order or disrespect.
- (3) Failure to report to prescribed place of duty at the prescribed time.
- (4) Failure to secure weapon or equipment. Keep weapons and protective mask within arm reach anytime it is not secured inside the arms room.
- (5) Incidents involving alcohol, on or off duty.
  - (a) Alcohol should not be consumed 8 hours prior to first formation. Those students who clearly report to formation influenced by alcohol, or evident signs of overusage of alcohol will be strongly considered for dismissal.

(b) Students that miss formation due to overusage of alcohol (i.e., SGL must come to individual room to get soldier) will be strongly considered for dismissal.

(6) Failure to provide support to legal dependents.

**NOTE:** This list is provided as an example and is not all inclusive. Any act of misconduct may be punishable under UCMJ. The Commandant may recommend UCMJ action or forward supporting documentation to the students chain of command for further action.

b. Motivation: A student whose actions constitute a probable lack of motivation.

(1) Two or more negative counseling statements.

(2) Refusal or failure to prepare assigned work.

(3) Constantly falling out of ability group runs.

(4) Sleeping in class.

c. Academic: Failure of a student to maintain established academic standards during the course (possibly considered as disciplinary or motivational). Students who fail two separate evaluations with retraining (double NO GO) may be dismissed for academic deficiency. Students who frequently fail first time exams require excessive retraining and take their SGL away from other students and their needs. These students may also be released for academic reasons.

d. Administrative: This release is made without prejudice to the soldier.

(1) Medical inability to complete the course.

(2) Emergency leave.

(3) Written request by the Commander.

(4) Other reasons beyond the control of the individual.

e. Appeals: Students may appeal dismissals IAW TRADOC Regulation 351-10.

#### **1-8. SERVICE SCHOOL ACADEMIC EVALUATION REPORT (DA Form 1059):**

a. The Academic Evaluation Report (AER) is designed to portray the accomplishments and potential an individual demonstrates while attending BNCOC.

b. The Academy prepares the AER. Disposition of the report is as follows:

(1) Original: Forwarded to the U.S. Army Enlisted Records and Evaluation Center, Fort Benjamin Harrison, Indiana.

- (2) One Copy: HDQA (appropriate career branch for SSG personnel).
- (3) One Copy: Student's commander.
- (4) One Copy: Military Personnel Records Jacket (MPRJ).
- (5) One Copy: Individual.
- (6) One Copy: Student Packet.

**1-9. PROFILES:**

- a. Students with temporary profiles are not normally allowed to enroll in an NCOES course.
- b. Students with permanent profiles must meet the requirements outlined in AR 351-1, paragraph 5-33 b,c.
- c. Students who receive a temporary profile, hospitalization, or quarters while attending the Academy are screened for eligibility to complete course requirements. Students who have long periods of illness or profiles that prevent them from completing course requirements may be considered for administrative release.

## CHAPTER 2

### GENERAL INFORMATION AND POLICIES

2-1. **BILLETS:** All BNCOC students will maintain an area in the billets provided by the NCO Academy. There will be a mandatory lock-in for all students from 2300 until First Call, Sunday through Thursday (or any night prior to a duty day). The only area that a student will be permitted to be during the lock-in period is in the latrine nearest their individual room or the pay phone on their individual room floor. BNCOC cadre will do random checks nightly to ensure student compliance.

2-2. **BULLETIN BOARD:** Students are required to read the bulletin boards twice daily; once prior to 1300 and once after the last formation of the training day. If the student's name appears on a roster or directive, he is held accountable for the task completion.

2-3. **CIVILIAN CLOTHING AND ACCESSORIES:** Civilian clothing is authorized and encouraged. The summers are very hot and humid, and the winters cold. Civilian clothing will meet the standards of good taste and appropriate for the occasion.

2-4. **COMPLAINTS AND GRIEVANCES:** Procedures for registering formal complaints and grievances against post facilities are posted on the bulletin board. Complaints involving the NCO Academy, cadre, facilities, policies, etc., are addressed through the student and cadre chain of command. When these means of solving problems fail, or produce no results, seek the help of the Division First Sergeant or NCO Academy Commandant. Students are encouraged not to wait until graduation to identify problems. The Division First Sergeant's open door policy is Monday through Friday by appointment. The Commandant's open door policy is by appointment in building 2382. Students should contact the cadre to schedule a time to see the Commandant.

2-5. **DINING FACILITY (DFAC):**

a. A meal schedule is posted in the training schedule and explained upon inprocessing.

b. Due to the amount of students eating in the facility, time is at a premium. Refrain from unnecessary conversation.

c. TA-50 is not authorized in the DFAC. If students arrive at the DFAC with TA-50, it will be uniformly grounded outside and guarded by students involved.

d. Students should not carry excessive equipment (clipboards, manuals, etc.) into the DFAC.

e. Students are encouraged to eat three balanced meals a day as prescribed in FM 21-20, Chapter 5, pages 5-0 and 5-1.

f. After duty hours and on weekends students will ensure their civilian attire is worn IAW AR 670-1 and the dining facility's dress code.

2-6. **DUI/DWI:** Driving under the influence, while intoxicated, or while impaired is not tolerated and is subject to punishment under UCMJ and/or dismissal from the course. The legal BAC for the State of Kentucky is .10; however, driving while impaired with a BAC of less than .10 is possible based on police observation. **Police can charge drivers of PARKED vehicles with DUI if they have the keys to that vehicle in their possession.**

2-7. **DRUGS (ILLEGAL):** The possession or consumption of drugs other than those prescribed by a medical officer specifically for the individual, is not authorized.

#### 2-8. **FORMATIONS:**

a. Students will conduct all formations IAW FM 22-5.

b. Unauthorized absence or tardiness may result in negative counseling, UCMJ action, and/or disciplinary release from the Academy.

c. Road Guards will wear road guard vests both day and night with the added precaution of flashlights during the hours of darkness. Road guards will march six paces to the front and six paces to the rear of the formation. If the formation moves at double-time, road guards will increase their distance to 12 paces (10 meters) to the front and rear of the formation.

2-9. **INSPECTIONS:** Billets and in ranks inspections are conducted daily by the student chain of command. The uniform, time, and location is announced in the training schedule.

2-10. **LAUNDRY:** Washers and dryers are provided for the students convenience. The washers and dryers are **NOT** for cleaning TA-50. Dry cleaning facilities are available on the installation at individuals expense.

## 2-11. **LEAVES, PASSES, AND APPOINTMENTS:**

1. A DA Form 31 is required for all passes. A pass is required when exceeding 100 miles from the Academy area.

a. The following mileage restrictions are placed on all passes:

- (1) 3 day passes will not exceed 350 miles.
- (2) 4 day passes will not exceed 600 miles.
- (3) Students using air travel have no mileage restrictions.

b. Students must sign in/out on pass with cadre leadership using approved DA Form 31.

c. Passes are not granted for students in a NO GO status (i.e., have not successfully retested a previously failed test).

2. Leaves are granted only under unique circumstances. Death or serious illness of an immediate family member, constitutes grounds for emergency absence. Leaves are coordinated with the students assigned unit. If an emergency situation develops requiring the student's presence, an administrative release is usually in order.

a. When on leave or pass, it is the student's responsibility to plan adequate travel time to report back to the NCO Academy in order to avoid missing any scheduled training.

b. If a student is on pass or leave and an emergency develops, he must contact the NCO Academy immediately at (502) 624-5150. Students must provide sufficient proof adequately documenting the emergency. (Date, times, POC and phone number(s), repair receipts, etc).

3. The Senior SGL will approve appointments (medical, legal, etc.). Excessive appointments which absorb an inordinate amount of the student's time (**more than 8 hours total**) may result in the student's release from the NCO Academy.

2-12. **MAIL:** Mail is distributed daily Monday through Friday by the mail orderly in each branch. Fort Knox students will make arrangements with their parent unit to receive mail. An example of the address follow:

Rank/Name  
USA NCO Academy  
BNCOC (Class and student number)  
Fort Knox, KY 40121-5450

**2-13. MEDICAL AND DENTAL TREATMENT:**

a. Students must inform their SGL prior to First Call Formation about their desire to go on sick call. The SGL will fill out the DD Form 689 (Individual Sick Slip) and obtain transportation for the student. All students (except those stationed at Fort Knox) are treated at Ireland Family Medicine Clinic (IFMC/Red Clinic). Fort Knox soldiers are treated at their regular Clinic. Soldiers becoming ill during the duty day are treated on a walk-in basis at IFMC.

b. After hours/emergency sick call is accomplished through the Charge of Quarters, in accordance with his instructions.

c. Any student who is placed on quarters or is hospitalized is responsible to inform the cadre chain of command immediately.

**2-14. MILITARY WEAPONS, BAYONETS, AND AMMUNITION:**

a. Do not secure weapons in wall lockers or POV at any time. Clean, inspect, and return weapons to the arms room after each use.

b. Ammunition/explosives, pyrotechnics, and brass are controlled items. These items are classified as contraband if found in the possession of a student away from the training site. Violators are subject to prosecution in accordance with UCMJ and/or dismissal from the course.

2-15. **OFFICES:** All offices are OFF LIMITS to students, except for clean up details and when directed to report by cadre.

**2-16. PERMANENT PARTY/STUDENT RELATIONSHIP:**

a. Purpose. To prescribe prohibited activities of all permanent party personnel and assigned students.

b. Any violation of the above policies, by permanent party or student personnel, should be immediately reported to the Commandant or the appropriate Division First Sergeant.

c. General. Any person subject to the Uniform Code of Military Justice (UCMJ), who violates the provision of this SOP may be subject to punitive action under the UCMJ, as well as adverse administrative action. Any student attending the USA NCO Academy, who violates the provisions of this SOP, may be subject to disciplinary dismissal from the USA NCO Academy.

d. Applicability. The prohibited activities outlined below apply to all permanent party personnel assigned or attached to the USA NCO Academy. As such, all permanent party personnel assigned or attached to the USA NCO Academy and students at the USA NCO Academy will refrain from:

(1) Using profane, abusive, contemptuous, or sexually explicit language or gestures aimed at one another, or the command.

(2) Gambling.

(3) Coercing, forcing, ordering or otherwise requiring a member of this command to perform an act or acts of personal servitude.

(4) Coercing, forcing, ordering or otherwise requiring a student to perform an act where the embarrassment, and humiliation suffered by the student, when performing such act, substantially outweigh the training or corrective benefits from such acts. However, students may be required to repeat a form of training when the student's performance is below standards for that particular form of training.

(5) Exchanging, accepting, or soliciting of gifts or money between students and permanent party personnel assigned or attached to the USA NCO Academy; or between family members of these two groups.

(6) The only exception to paragraph d(5) above is the presentation of a small gift from a small group or class of students to their cadre upon completion of training. These gifts will be of nominal value, not in excess of \$50.00. At no time will the cadre of the Academy solicit or coerce students to make such a presentation.



(7) Socializing between an individual assigned or attached to the USA NCO Academy and students attending the USA NCO Academy, except at official functions or unless authorized by the Commandant of the USA NCO Academy.

(8) Socializing between male and female students which interferes with performance and impartiality of a student, or the ability of a student to make sound and reasonable decisions.

e. For the purpose of this policy, a soldier will be considered to be in a student status from the moment he or she reports into the USA NCO Academy and will remain so until one of the following events takes place:

(1) **For TDY and return soldiers.** The soldier returns back to his or her permanent duty station and signs back into that unit.

(2) **For TDY enroute soldiers.** The soldier reports to his or her new unit of assignment and signs in.

(3) Soldiers in leave or travel status are still considered to be in a student status until one of the steps outlined above in paragraph e(1) or e(2) takes place.

f. While not an all inclusive list, some of the following actions should be considered specific examples of unacceptable conduct between students and members of the cadre of this Academy.

(1) A member of the cadre giving a student a ride in a POV under non-emergency conditions.

(2) A member of the cadre allowing a student to visit them in their quarters without the prior permission of the Commandant or the appropriate Division Chief.

(3) A student allowing a member of the cadre to visit them in their quarters without the prior permission of the Commandant or the appropriate Division Chief.

(4) Any other action that might compromise the high standards of professionalism and discipline normally expected to exist between students and cadre in a NCO Academy environment.

## **2-17. PRIVATELY OWNED VEHICLES AND PARKING:**

### **a. POV**

(1) Driving POVs to ranges, training areas or classrooms is prohibited. (The only exceptions are those made on a case by case basis by the senior SGL).

(2) SGL's will inspect all POV's for vehicle registration requirements and safe operations upon inprocessing and prior to each long weekend. It is the student's responsibility to ensure his vehicle is repaired as soon as possible. Vehicles that are considered unsafe or fail a POV inspection (IAW USAARMC Form 4650-E) will be brought to the Division Chief's attention. Students will repair deficiencies quickly and properly. If deficiencies are not repaired, driving privileges will be revoked.

### **b. PARKING**

(1) Secure vehicles at all times with valuable property either stored in the trunk or removed completely from the vehicle.

(2) Students will park IAW the instructions received during inprocessing. Parking in unauthorized areas and on streets is prohibited. Military Police will issue citations to all violators. Those persons receiving citations are subject to administrative / disciplinary actions.

**2-18. PRIVATELY OWNED WEAPONS:** Students will not bring privately owned weapons with them while attending BNCOC. Students must inform their SGL **BEFORE** they purchase a weapon. Students who purchase a weapon while attending the Academy will store weapons in the Weapons Pool with proper documentation.

**2-19. RELIGIOUS SERVICES:** A schedule of religious services is posted on the student bulletin board and appears in the weekly newspaper "The Turret."

## **2-20. SAFETY:**

a. Students will attend all safety briefings given by the training area OIC/NCOIC Range Safety Officers (RSO).

b. Students must report all weapons or vehicle damage to their SGL immediately.

c. In the case of a weapon or ammunition malfunction resulting in damage to either the weapon or the ammunition, call a cease fire and notify the SGL immediately.

**d. MAKE SAFETY THE GUIDING RULE FOR EVERY TRAINING DAY!**

**2-21. SPECIAL INSTRUCTIONS:**

a. Prepare billets for inspection prior to the morning formation. Billets are subject to inspection at all times.

b. Keep brooms, mops, and cleaning materials in the appropriate storage areas. Mops are stored outside of the building.

c. TURN LIGHTS OFF when the billets are unoccupied.

d. Student leaders will inform students of the time, place, and type of any evening details.

e. Do not remove or tamper with fire extinguishers in anyway, except in an emergency.

f. The playing of radios or small tape decks is permitted at low volume until 2300.

g. Food is authorized in individual rooms. Students must take pest control into consideration when storing food items. Any perishable or opened food will be stored in sealed containers, placed in the refrigerator provided in each room. Daily room inspections will ensure that this policy is enforced.

h. Students will ensure that the left window, when entering individual rooms, is left open approximately 3 inches. The remainder of all windows will be fully closed; i.e., individual rooms, stairwells, laterines and dayroom. All window curtains will be fully open. This policy is in effect during the duty day (normally Monday thru Friday, 0500-1800). Student leaders will be held responsible to insure this standard is in effect daily prior to moving to class.

**2-22. STUDENT PAY:**

a. All students will make adequate financial arrangements for themselves and their family prior to departing their home station. The NCO Academy recommends students have their pay automatically deposited in a bank account.

b. Travel Requests (TR) are available if the student has insufficient funds. Students must make this need known to their SGL at least ten working days prior to their departure date. The student's finance center will collect all advances of pay on TRs upon settlement of their travel vouchers.

c. Students are issued a meal card upon inprocessing for the duration of the course. PAC **WILL STOP** separate rations of all students assigned to Fort Knox. All students TDY enroute and TDY in return will have their separate rations deducted when they settle their travel vouchers.

d. Soldiers who encounter pay problems need to notify their cadre chain of command to have these problems resolved.

## 2-23. **TELEPHONES:**

a. Military phones are for official use only. DSN is available during normal duty hours for students to contact their units if needed with appropriate permission (notify cadre). Official numbers are:

COMMERCIAL (502) 624- DSN 464-

Commandant	5150/2244	Academy Staff Duty	5150
Assistant Commandant	5150/2244	Academy Operations	5052/1226
Chief Instructor	8753	FAX	5283
BNCO Division	7446/6580		

b. Students will utilize commercial phones available in each building for all personal calls.

2-24. **TRAINING SCHEDULE:** A copy of the training schedule is posted on the bulletin board in the student billets. Student leaders will have a copy of the training schedule with them at all times during training days.

## 2-25. **UNIFORM AND EQUIPMENT:**

a. Students will have a complete initial issue of clothing upon arrival.

b. The required standard of dress and appearance of students are prescribed in AR 670-1. The purchase of a complete "new" issue of clothing by students attending school is not required and is discouraged.

c. Uniform for training is specified on the training schedule. The student First Sergeant may prescribe additional items for wear by students as appropriate for weather conditions.

2-26. **VALUABLES:** The safeguarding of valuables is a personal responsibility. The Academy recommends students refrain from bringing high dollar items with them. Students will utilize the top shelf of the wall locker to secure their valuables. The Division First Sergeant can secure high dollar items or large amounts of money as a last resort.

2-27. **VISITORS:** Visitors are encouraged to visit students during the course. If visiting during the training day, military visitors are required to visit in uniform while in the NCO Academy area. Visitation is limited to the 10 minute break each hour between classes and during meals. Visitation is restricted to the dayroom. Students will inform visitors to report to BNCOC Operations (Bldg 2339-B) during duty hours and the Charge of Quarters (CQ) after duty hours.

#### 2-28. **WEIGHT CONTROL/APFT/PHYSICAL FITNESS TRAINING:**

a. The weight control program is conducted IAW AR 600-9. Students who do not meet Army weight standards during inprocessing are returned to their units immediately. Students who are enrolled in school will maintain their weight within the standard of AR 600-9.

b. The APFT will be given within the first 72 hours of the course IAW AR 350-41 and FM 21-20. Students failing the initial APFT will be retested once. The retest will take place no earlier than seven days, and no later than 14 days after the initial APFT

c. Physical fitness training is conducted IAW FM 21-20. Student leadership will develop and manage a physical training program for their group. Physical training programs are reviewed by the SGL to ensure conformity to FM 21-20 and Fort Knox policies. Student leadership will ensure their program builds on the previous program of their predecessor.

2-29. **WHEN IN DOUBT:** As leaders, it is our responsibility to look out for ourselves and other soldiers. When in doubt about any mission, subject, or requirement, ask the question. You are here in the Academy to learn; but try to do it right the first time and not from trial and error. Sometimes there is no room for error.

## **CHAPTER 3**

### **ORGANIZATION**

#### **3-1. CHAIN OF COMMAND:**

a. Throughout the course, students are assigned and evaluated in leadership positions. Leadership positions are assigned by the Senior SGL. Responsibility for control and discipline rests with both the student and cadre chain of command. Initial student leaders are appointed during inprocessing and will assume their duties immediately.

##### **b. NCO Academy Chain of Command**

- (1) Commandant
- (2) Division First Sergeant
- (3) Branch Chief
- (4) Senior SGL
- (5) SGL

##### **c. Student Chain of Command:**

- (1) Student First Sergeant
- (2) Platoon Sergeant
- (3) Squad Leader

#### **3-2. RESPONSIBILITIES:**

a. The student chain of command is responsible to the NCO Academy chain of command for accomplishment of the following duties:

- (1) The organization of the student company for class attendance.
- (2) The dissemination of information as directed by the NCO Academy chain of command.
- (3) The movement of the students when directed by the training schedule or the NCO Academy chain of command.

- (4) Supervision of subordinate leaders in the preparation of areas of responsibility.
- (5) The cleanliness of the billets at all times.
- (6) The supervision of the student class as a whole IAW NCO Academy standard.
- (7) Other responsibilities as directed by the NCO Academy chain of command.

b. Student First Sergeant Duties:

- (1) Responsible for all that the student company/troop does or fails to do.
  - (2) Responsible for all company formations IAW FM 22-5.
  - (3) Responsible for the police and orderliness of the NCO Academy billets and assigned areas.
  - (4) Keeps the student platoon sergeants informed at all times.
  - (5) Supervises the company in the dining facility and ensures no student is loitering in the facility.
  - (6) Coordinates with appropriate cadre for issuing of all necessary equipment and supplies.
  - (7) Attends class with his platoon.
  - (8) Advises and supervises the platoon sergeant in the accomplishment of their duties.
  - (9) Obtains accurate reports from the student platoon sergeants at all formations and initiates necessary reports to the cadre in charge.
  - (10) Reports all violations of instructions, both written and oral, to the cadre.
  - (11) Passes on all information to the new student first sergeant upon completion of his duty.
  - (12) Advises Duty NCO of ongoing uncompleted projects (grass cutting, painting, etc.).
  - (13) Provide guidance on the implementation and conduct of physical fitness training for all platoon sergeants.
  - (14) Maintains a copy of the training schedule at all times during the training day.
  - (15) Ensure students are in the uniform specified on the training schedule.
- Prescribe additional items for wear as deemed appropriate for weather conditions.

c. Student Platoon Sergeant Duties:

- (1) Responsible for all that the student platoon does or fails to do.
- (2) Responsible for platoon formations IAW FM 22-5.

(3) Responsible for the police and orderliness of the NCO Academy billets and assigned areas.

(4) Issues instructions to student squad leaders, changes in routines, and other pertinent announcements, and supervises them in accomplishing their assigned tasks.

(5) Ensures that platoon details are accomplished promptly and efficiently.

(6) Attends classes with his platoon.

(7) Advises and supervises student squad leaders in the performance of their duties.

(8) Obtains accurate reports from student squad leaders at all formations.

(9) Takes immediate action on any discrepancies brought to his attention and informs the student first sergeant.

(10) Passes on all information to the new student platoon sergeant upon completion of his tour of duty.

(11) Develops a weekly physical fitness training plan IAW FM 21-20. Training plan will include the sequence of activities for each day of the week.

d. Student Squad Leaders Duties:

(1) Responsible for all that his squad does or fails to do.

(2) Responsible for the squad formation IAW FM 22-5.

(3) Keeps the student platoon sergeant informed about members of his squad who need help with any problem (personal, academic, etc.).

(4) Ensures that all members of his squad are present for all formations.

(5) Checks his squad at all formations to ensure that all members are present, in proper uniform, and have the prescribed equipment.

(6) Checks his squad during training to ensure that squad members are maintaining proper discipline.

(7) Renders reports to the student platoon sergeant.

(8) Takes corrective action or reports all violations of orders and instructions by members of his squad immediately to the student platoon sergeant.

(9) Keeps the squad members informed at all times.

(10) Passes on all information to the new squad leader.

e. Students will adhere to all instructions from the student chain of command during their tenure. The student chain of command must familiarize themselves with their required duties as stated above.



f. Full cooperation and obedience of all students is required. A student leader may be of junior rank than some of his subordinates, yet you must remember that he is acting as a direct representative of the senior SGL.

### 3-3. **STUDENT CHARGE OF QUARTERS (CQ) RESPONSIBILITIES:**

a. General: The student CQ is the Division Chief's representative in the billets and is responsible for everything that occurs on his tour of duty.

b. Responsibilities: The Student CQ will read and comply with the CQ instructions. The CQ is responsible to:

- (1) Maintain the Duty Log.
- (2) Answer the phone and log in all official calls. (All personal calls are limited to three minutes). **THE CQ IS RESPONSIBLE TO ENFORCE THIS.**
- (3) Ensure that only students and BNCOC cadre are permitted in the student billets area. Visiting is permitted in the dayroom (building 2379) **ONLY**.
- (4) Maintain the CQ desk area and all common areas in a high state of police.
- (5) Notify the Division First Sergeant of any emergencies or incidents involving students or cadre. If the Division First Sergeant is unavailable, notify the NCO Academy SDNCO (4-5150).
- (6) Not permit students to play radios or TVs at a volume loud enough to be heard in the hallway.
- (7) Remain in duty uniform during his tour of duty and conduct himself in a professional manner at all times.

c. CQ Duties: The responsibilities outlined above are to familiarize all students with an overview of the CQ duties. Detailed responsibilities and instructions are found in the CQ instruction book. Those students assigned the responsibility of performing CQ will read and comply with these instructions.

## CHAPTER 4

### ACADEMY EVALUATION

4-1. **GRADING SYSTEM:** Some examinations are performance orientated and scored on a GO or NO-GO basis, while some others are knowledge based requiring 70% for a passing score. All students must receive a GO or passing score on each examination or task to graduate from the course. Ratings are based on the student's ability to perform a designated task to specific standards. Below are the established guidelines:

a. First Time Test Failures: The student is counseled by his SGL with the Senior SGL reviewing his records, in addition the student is counseled by the Division 1SG. The student is retrained on the subject by an SGL and assigned a peer instructor. Students are retrained until the SGL is reasonably sure that the student can pass the retest. Retraining is conducted after duty hours.

b. Remedial Training: Upon failure of an initial academic test, students will be retrained and retested.

c. Second Time Test Failures: Soldiers who fail a retest will be referred to the NCO Academy Commandant for counseling and dismissal from the course for academic reasons IAW TRADOC Regulation 351-10.

d. Graduation Requirements:

- \* Receive a GO on all written and performance evaluations.
- \* Successfully complete two leadership evaluations (as squad leader), one in garrison and one in field.

4-2. **EXAMINATION MAKE UP/RETEST:** Examinations and graded presentations missed for valid reasons are made up as soon as possible, subsequent to the individuals return to duty. Retesting is conducted the next duty day following the initial NO-GO. Students will not take more than one major test or retest per day.

4-3. **DEMONSTRATED LEADERSHIP EVALUATION:** Each student is placed in at least two leadership positions during their stay at the NCO Academy. Students are evaluated on a GO or NO-GO basis. Students must receive an overall GO in demonstrated leadership in order to graduate. BNCOC students are evaluated as Tank Commanders, Bradley Commanders, and Squad Leaders. Students serving in leadership positions above the skill level for the course are counseled on their performance, but not required to receive a GO in these positions.

4-4. **IN-RANKS INSPECTION:** An in-ranks inspection of personal appearance and welfare is conducted daily unless otherwise directed by the training schedule. During inclement weather, the in-ranks inspection is conducted indoors.

4-5. **BILLETS INSPECTION:**

a. The billets are inspected daily by the student chain of command and cadre leadership.

b. DA Form 4856 and the Developmental Action Plan (DAP) are used to counsel soldiers on deficiencies noted.

c. Student leadership is held accountable for their areas of responsibility in the billets. These areas include both common and individual areas. DA Form 4856 and the DAP is used to counsel appointed leadership on deficiencies noted.

4-6. **COUNSELING:**

a. While at the Academy students will receive counseling from their SGL during inprocessing, after completing a leadership position, after failing a test point, and at the end of the course. At a minimum students will be counseled monthly.

b. The Developmental Action Plan (DAP) is used as an informal counseling tool. The DAP will be taken back to homestation with all students for their personal use. The intent is to give students something tangible to improve areas of concern.

## CHAPTER 5

### AWARDS AND COMMANDANT'S LIST

**PRESENTING AWARDS:** Presentation of awards are designed to recognize those students displaying meritorious academic and/or leadership achievements. APFT scores are not figured into the grade point average, but are used as a tie breaker for academic honors. Students receiving awards may not have any adverse counseling.

- DISTINGUISHED HONOR GRADUATE (Top Graduate)

Eligible for the Commandant's List and have received the most first time GOs in both demonstrated leadership tasks and testable academic subjects and/or the highest academic average.

- DRAPER/LEADERSHIP AWARD

The Leadership Award winner is nominated and selected by the cadre chain of command. These recommendations are forwarded to the Senior SGL. Selected students are boarded to determine the Leadership Award winner.

- COMMANDANT'S LIST

The top 20 percent of the students in each branch receiving no negative counseling statements and attaining the highest academic average in all testable training objectives with the least amount of NO-GOs.

- THE MAN OF STEEL AWARD

a. During the entrance APFT (day 2) those students who score above a 270 will become eligible for this award.

b. Approximately 2 weeks prior to graduation students who scored above a 270 will take a competitive APFT.

c. The student who scores the highest on the competitive APFT (and has no negative counseling) will be the APFT winner.